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1 August 1964

MEMORANDUM FOR: Deputy Director (Science and Technology)

1. Following up on the DCI's directive at the staff meeting yesterday morning, this memorandum is to assign to you primary responsibility for the preparation of the report on the scientific and technical assets that have been built up within the Agency during the Director's incumbency but principally since you came on board. He contemplates using this report with the President's Board, the President himself, Congressional committees, as well as in discussions on NRO and FMSAC.

2. I think what he has in mind is a narrative of the consolidation efforts undertaken in the Agency to collect Pete Scoville's "critical mass" of scientific talent under one circus tent and to build on that with the type of competence you have been able to recruit from outside. You should cover the purpose of the exercise as well as the targets to which you are addressing yourself. This should be not so much a technical, statistical report as it should be a talking document or a Madison Avenue-type brochure, perhaps even with pictures and short biographical sketches of your principal officers. It should also include the development of FMSAC and a discussion of our in-house competence for bleeding the best out of industry and the scientific profession without ourselves establishing laboratory facilities. It should also cover the type of management competence we now have in-house to oversee and breathe down the necks of contractors who may be doing the actual developmental and research work for us.

3. If anything further is needed in the way of guidance, please come talk to me. You would do well to consult with Kirk (who prepared the paper on professionalism in the Agency) and with John Bross for additional ideas. You are aware, of course, we are required to make periodic reports to the President's Board on this matter and have recently done so in much abbreviated form.

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4. Obviously, the sooner the better since it could have a direct bearing on our NRO discussions at the highest level. Please come up with a first draft as soon as possible and we will improve it and expand on it as time passes and the need arises.

SECRET
Marshall S. Carter
Lieutenant General, USA
Acting Director

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